MISSION COMMAND
ADP 6-0

Unified Land Operations

How the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability operations in order to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution.

One of the foundations is...

Nature of Operations

Military operations are human endeavors.

They are contests of wills characterized by continuous and mutual adaptation by all participants.

Army forces conduct operations in complex, ever-changing, and uncertain operational environments.

To account for this, the Army exercises...

Mission Command Philosophy

Exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations.

Guided by the principles of...

- Build cohesive teams through mutual trust
- Create shared understanding
- Provide a clear commander's intent
- Exercise disciplined initiative
- Use mission orders
- Accept prudent risk

*The principles of mission command assist commanders and staff in balancing the **art of command** with the **science of control**.*

Executed through the...

Mission Command Warfighting Function

The related tasks and systems that develop and integrate those activities enabling a commander to balance the art of command and the science of control in order to integrate the other warfighting functions.

A series of mutually supported tasks...

Commander Tasks:

- Drive the operations process through the activities of understand, visualize, describe, direct, lead, and assess
- Develop teams, both within their own organizations and with unified action partners
- Inform and influence audiences, inside and outside their organizations

Leads →

← **Supports**

Staff Tasks:

- Conduct the operations process (plan, prepare, execute, and assess)
- Conduct knowledge management and information management
- Conduct inform and influence activities
- Conduct cyber electromagnetic activities

Additional Tasks:

- Conduct military deception
- Conduct airspace control
- Conduct information protection
- Conduct civil affairs operations
- Install, operate, and maintain the network

Enabled by a system...

Mission Command System:

- Personnel
- Information systems
- Facilities and equipment
- Networks
- Processes and procedures

Together, the mission command philosophy and warfighting function guide, integrate, and synchronize Army forces throughout the conduct of unified land operations.

MISSION COMMAND PHILOSOPHY

Guided by six principles……

- *Build cohesive teams through trust*
- *Create a shared understanding*
- *Provide a clear commanders intent*
- *Exercise disciplined initiative*
- *Use mission orders*
- *Accept prudent risk*

TEAMS THROUGH TRUST

……Mutual trust is shared confidence among commanders, subordinates, and partners. Effective commanders build cohesive teams in an environment of mutual trust. There are few shortcuts to gaining the trust of others. Trust takes time and must be earned…….

SO……HOW DO WE BUILD IT?

BUILDING TRUST

- *Gained or lost through everyday actions*
  - *Trust is based on personal qualities, such as professional competence, personal example, and integrity*
  - *Trust comes from successful shared experiences and training*
  - *Two-way communication and interaction between the commander, subordinates, and Soldiers reinforces trust*
  - *Taking care of their welfare and sharing hardships and danger*
  - *Subordinates are more willing to exercise initiative when they believe their commander trusts them*

BUILDING TRUST

THE "I-ROC" TRUST DEVELOPMENT MODEL

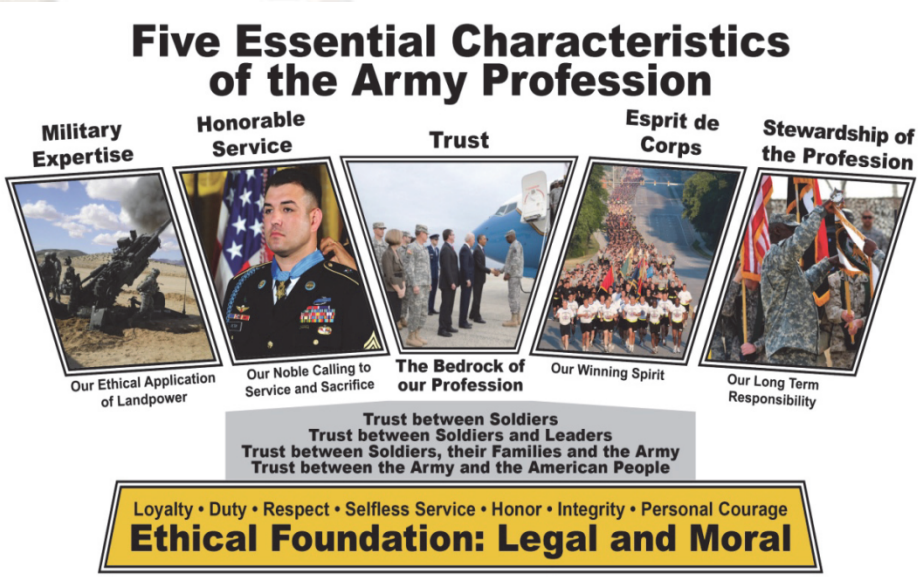
Individual Credibility:
The Foundation
- Competence
- Character
- Care

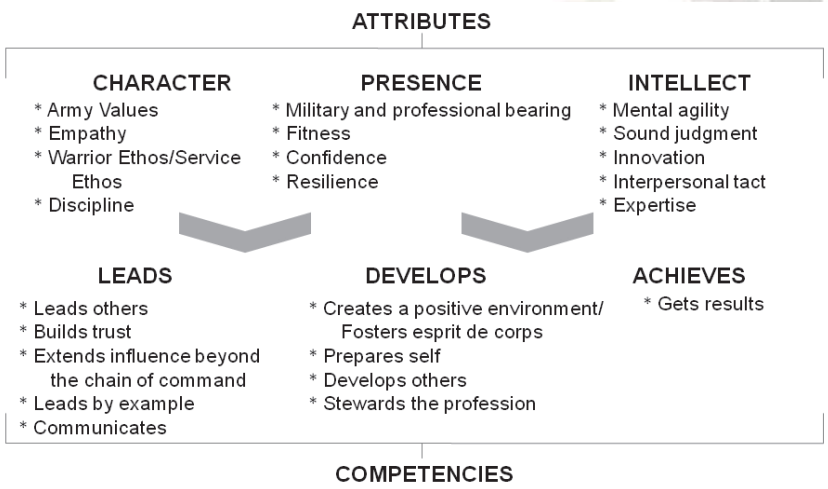
Relationships Matter
- Respect and concern
- Open communications
- Cooperative interdependence
- Trust & empower others

Organization Sets the Climate
- Shared values, beliefs, norms, goals, and identity (culture)
- Structure, practices, policies, procedures, and systems

Context Influences All
- Credibility factors
- Quality of relationships
- Organization culture, procedures, & systems

BUILDING TRUST


Five Essential Characteristics of the Army Profession
Military Expertise
Honorable Service
Trust
Esprit de Corps
Stewardship of the Profession
Our Ethical Application of Landpower
Our Noble Calling to Service and Sacrifice
The Bedrock of our Profession
Our Winning Spirit
Our Long Term Responsibility
Trust between Soldiers
Trust between Soldiers and Leaders
Trust between Soldiers, their Families and the Army
Trust between the Army and the American People
Loyalty • Duty • Respect • Selfless Service • Honor • Integrity • Personal Courage
Ethical Foundation: Legal and Moral



Competence: An Army professional's demonstrated ability to perform his/her duties successfully and to accomplish the mission with discipline and to standard.

Character: An Army professional's dedication and adherence to the Army Values and the profession's ethic as consistently and faithfully demonstrated in decisions and actions.

Commitment: The resolve of Army professionals to contribute honorable service to the Nation, to perform their duties with discipline and to standard, and to strive to successfully and ethically accomplish the mission despite adversity, obstacles,

BUILDING TEAMS

- *Trust is the foundation for building teams*
- *The human dimension/interpersonal relations are key*
- *Similarities….shared values, beliefs and attitudes*
- *Must provide opportunities for member to get together/frequent activities*
- *Must get new members involved quickly*
- *Address negativity immediately*
- *Task….significance, identity, variety, autonomy, and feedback*

requires hard work, patience, time, and interpersonal
skill from all leaders and team members.

SHARED UNDERSTANDING

- Shared understanding and purpose form the basis for unity of effort and trust

- Establish human connections to create a shared understanding.
- They use dialogue to build trust and facilitate information
sharing.

- Shared understanding takes time to establish

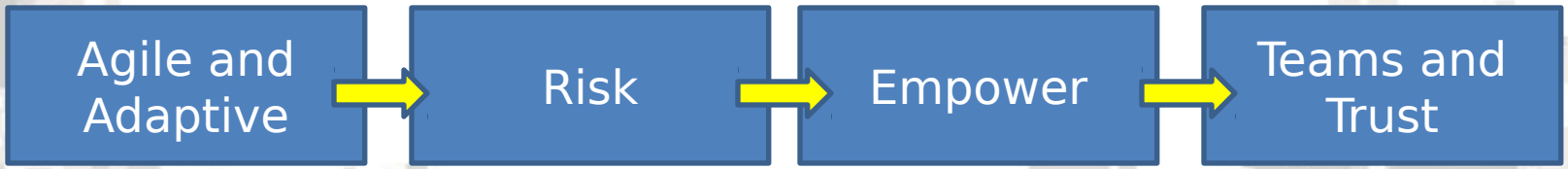
- Invest the time and effort to visit with Soldiers, subordinate leaders, and partners to understand their issues and concerns

DISCIPLINED INITIATIVE

- *Action in the absence of orders, when existing orders no longer fit the situation, or when unforeseen opportunities or threats arise*

- *Using disciplined initiative, subordinates strive to solve many unanticipated problems*

- *Leaders and Soldiers do not need to be told exactly how to accomplish missions*.



QUESTIONS